

MEMORANDUM FOR: Acting Comptroller

SUBJECT: Report of Investigation of Machine Records Division

1. The undersigned were directed by you to conduct an investigation of the Machine Records Division for the purpose of determining whether certain disturbing conditions, as reported to you by the Inspector General, with reference to the administration of that division actually existed.

2. Using the confidential questionnaire, consisting of 21 questions, furnished by you, we personally interviewed 58 employees on duty with the division and 3 employees who had recently transferred from the division to other offices of the agency. Each employee was urged to be frank and sincere in answering each of the questions and informed that the interview was to be impartially conducted and considered of a confidential nature designed primarily for the use of the Comptroller in the overall administration of his office. There follows a list of the questions directed to individual employees and the cumulative total of the answers. In addition the exit interviews of 21 MRD employees who have left the agency were reviewed.

Confidential Questionnaire

<u>Question</u>	<u>Answer</u>	
	<u>Yes</u>	<u>No</u>
(1) Has undue pressure been put on you to accept overseas positions irrespective of personal or family problems?	—	61
(2) Have you ever been asked to serve overseas?	8	53
(3) Have you been led to believe that unless you accept an overseas appointment when requested you will never be promoted or given advancement? (The policy of the Office of the Comptroller is to give preference to those who do serve overseas and who do a good job. This does not mean that those who do not go overseas will not be given consideration. Since MRD came under the supervision of the Office of the Comptroller--promotions have been processed on MRD personnel who have not served overseas.)	4	57
(4) Do you feel you have not been given proper consideration for promotional opportunities?	9	53
(5) Do you feel that any particular group of employees are favored to the extent that better or equally qualified personnel are not given just treatment?	6	55
(6) Do you feel that your Division Chief or any other supervisor is ruthless in his or her dealings with employees?		

- (7) Is the Division Chief or any other supervisor outstandingly blunt or rude in dealing with personnel?
- | | | |
|------------------|----------|-----------|
| Division Chief | <u>2</u> | <u>59</u> |
| Other Supervisor | <u>3</u> | <u>58</u> |
- (8) Does the Division Chief or any other supervisor use obscene language in the presence of female employees? (In answering this question you should consider obscene as meaning foul or dirty language as contrasted with terms such as damn or hell.)
- | | | |
|------------------|----------|-----------|
| Division Chief | <u>2</u> | <u>59</u> |
| Other Supervisor | <u>2</u> | <u>59</u> |
- (9) Does the Division Chief or any other supervisor make derogatory remarks about certain of his employees in the presence of others?
- | | | |
|------------------|----------|-----------|
| Division Chief | | <u>61</u> |
| Other Supervisor | <u>2</u> | <u>59</u> |
- (10) Do you feel that the Division Chief or other supervisors make promises designed chiefly to keep people quiet when questions of reassignment and promotion are brought to him for consideration?
- | | | |
|------------------|----------|-----------|
| Division Chief | <u>—</u> | <u>61</u> |
| Other Supervisor | <u>—</u> | <u>61</u> |
- (11) Have promises been made to you that have not been kept when in your opinion such promises could have been fulfilled?
- | | | |
|--|----------|-----------|
| | <u>4</u> | <u>57</u> |
|--|----------|-----------|
- (12) Are you afraid of your Division Chief or any other supervisor?
- | | | |
|------------------|----------|-----------|
| Division Chief | <u>—</u> | <u>61</u> |
| Other Supervisor | <u>—</u> | <u>61</u> |
- (13) Are you afraid to offer suggestions and/or criticisms?
- | | | |
|--|----------|-----------|
| | <u>—</u> | <u>61</u> |
|--|----------|-----------|
- (14) Have you ever discussed a problem with the Division Chief and in your opinion not received proper or sympathetic consideration?
- | | | |
|--|----------|-----------|
| | <u>3</u> | <u>58</u> |
|--|----------|-----------|
- (15) Do you feel it necessary to go to the Inspector General with your problems rather than to your supervisor, Division Chief and/or the Comptroller in order?
- | | | |
|--|----------|-----------|
| | <u>3</u> | <u>58</u> |
|--|----------|-----------|
- (16) Have you ever been reprimanded or punished by the Division Chief or any other supervisor for any remarks made by you?
- | | | |
|------------------|----------|-----------|
| Division Chief | <u>2</u> | <u>59</u> |
| Other Supervisor | <u>2</u> | <u>59</u> |

(17)	Do you believe that unnecessary overtime is being performed?	<u>2</u>	<u>59</u>
(18)	In your opinion can the work be more evenly distributed to the employees?	<u> </u>	<u>61</u>
(19)	Are there any employees in the Division who are not doing their share of the work?	<u> </u>	<u>61</u>
(20)	In your judgment can any of the work processes be eliminated?	<u>1</u>	<u>60</u>
(21)	Are working conditions satisfactory?	<u>61</u>	<u> </u>

Questionnaire Summary

Question (1)
(2)
(3)

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Question (4)

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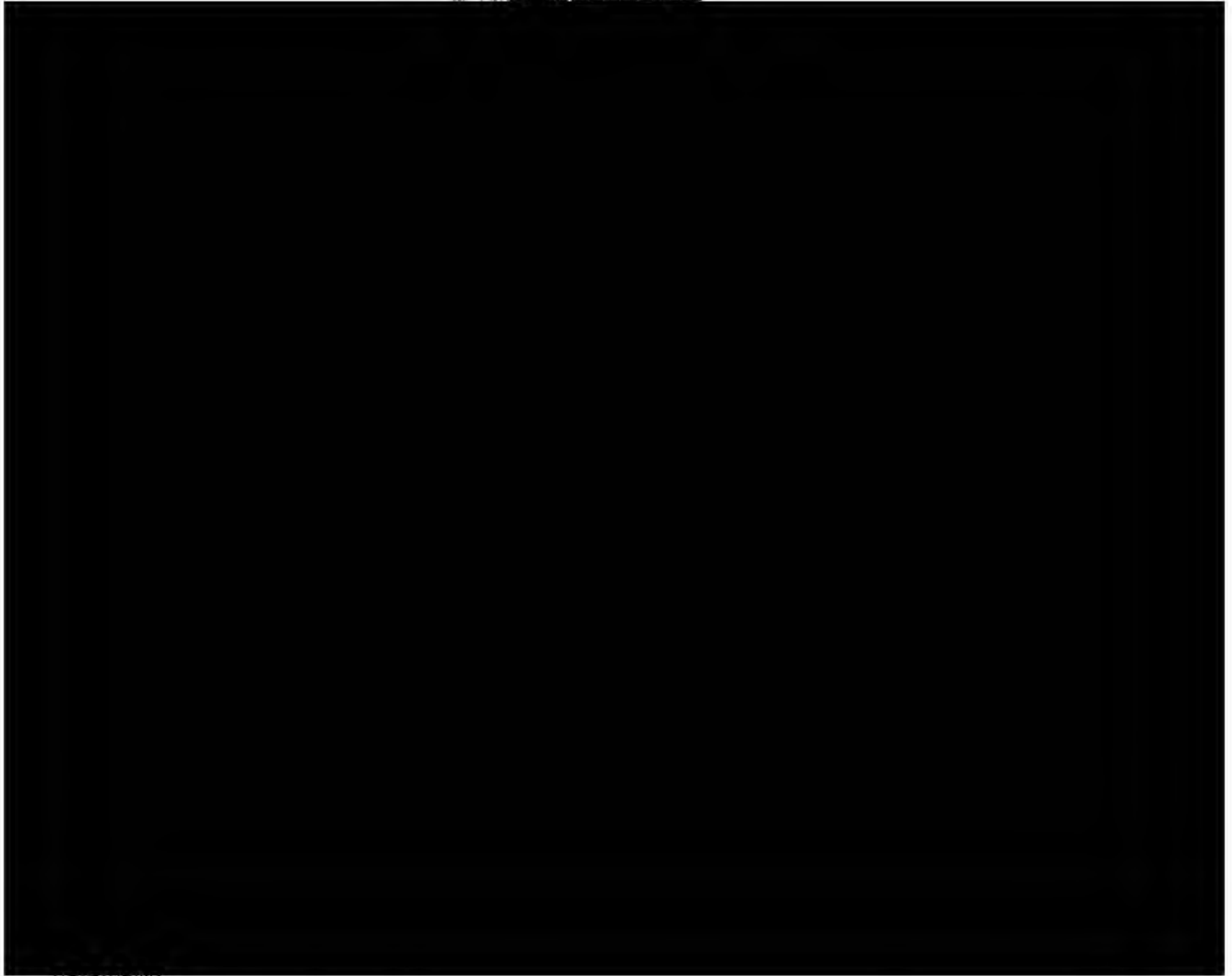
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Exit Interview Summary - Cont'd.



COMMENTS:

The Inspector General's report was apparently based upon interviews which had been requested by three (3) employees of the Machine Records Division; his personal inspection of the MRD and consequent interviews with an unknown number of its personnel and a review of the exit interviews of employees of the MRD leaving the Agency.

We believe that our survey of the alleged conditions existing within the Division was much more comprehensive as we had the benefit of the opinions of 100% of its personnel. The results percentagewise would appear to contradict the report of the Inspector General that morale of the Division was at a low ebb, that the Division was poorly administered and that certain other unsatisfactory conditions prevailed within the Division. It is our opinion that the number, scope and type of the grievances or complaints registered by both present and ex-employees are no more than the average of a similar group in other organizations. It is our opinion that a majority of the complaints were minor in nature and

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